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WORK AND RESPONSIBILITY OF SHOP STEWARDS IN CHINA

[Comment: This report summarizes Chapters I and II of Ch'e-chien Chu-jen Shou-ts'e (Handbook for Shop Stewards) published in Mukden by the Department of Industry, Northeast People's Government. Chapter I gives the decisions of the Department of Industry of 24 August 1950 concerning the strengthening of shop work. Chapter II discusses the duties and obligations of shop stewards.]

## I. DECISIONS ON STRENGTHENING SHOP WORK

Effective industrial management is essential during this period of industrial construction and can only be achieved through effective operations in the individual shops of every factory, company, and mine. Therefore, each shop must: (1) keep a close accounting of capital and costs, (2) strengthen its own technical management, (3) adopt a piece work system of paying employees, and (4) set up a business accounting system.

Only by taking advantage of past experience and by learning how to improve quality and to reduce costs can cadres learn how to operate successful factories and successful mines. For the successful operation of a factory or a mine there must be:

1. A thorough understanding of the factory or mine operations and techniques by the cadres from the top to the bottom.
2. An effective punishment and award system set up for the workers.
3. Cooperation from the bottom to the top so that workers will be depended upon to carry out effectively the basic work.

Every factory, company, and mine must not only sum up and apply their past experiences in operating shops and pits but must first set up an experimental technical management system in a shop or pit for subsequent application, with improvements into other shops and pits. By using these methods the factories can not only mobilize more laborers, technical personnel, and production leaders to participate in the work of improving management but can improve and develop an effective system of operating shops and pits.

During the past year, some shops and pits acquired good experiences in operations; however, their methods cannot be adopted by all the factories and mines. The chief difficulty thus far is that some of the system set up cannot be put into actual operation in the shops and pits.

As an aid to solving the problems of setting up successful shops and pits we analyzed the experiences of the Second Assembly Shop in Machinery Factory No 5. The steward of this shop may be considered a model steward because he works closely with his men, knows the ability of each skilled worker, and distributes the work correctly. These factors have helped to develop the enthusiasm and sense of responsibility of his workers and the over-all operation of his shop is very successful. The production standards in this shop have continually improved and costs have decreased. The entire operation of Factory No 5 has been greatly aided by the effective operation of this Second Assembly Shop.

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During July 1950 "Discussion of Shop Steward Experiences" was published and all cadres were required to read it. This publication emphasized that shop stewards must follow the Soviet advanced experience.

## II. DUTIES AND OBLIGATIONS OF SHOP STEWARDS

The Bolshevik Party and the Soviet government repeatedly pointed out the importance of improving the work of shop stewards. During 1937, at a meeting of Communist party and government officials, leaders of the metal and coal mining industries, and Stakhanovite workers, Stalin pointed out: "We have tens of thousands of humble men among middle and lower echelon leaders. Many of these leaders have little to say and people do not pay sufficient attention to them. It is necessary that more heed be paid them in the future because the entire fate of the national economic production is in their hands."

During the present competition among workers in China the strength of the shop steward lies in his ability to organize and advance production. Many shops are struggling to attain the highest production index figures and thus to merit the honorary title of Stakhanovites. The shop stewards should put forth every effort to develop the initiative of the workers and to unite all the workers in this struggle against defects in the production process. In the individual shops, production conferences should be held to strengthen the leaders, unite the Stakhanovites, and disseminate the advanced experience.

Mi T'i, shop steward in the K'ao Hsin Textile Factory can be called a good shop steward because: (1) he maintains a regular and close contact with the workers and develops their initiative, and (2) he promotes a true Bolshevik spirit of struggle among the cadres. Mi T'i outlines his own duties as a shop steward as follows: "Continually improve machinery, push forward labor production, adopt advanced Soviet scientific and technical accomplishments, and strive to create favorable working conditions so that every worker can reach the peak of his production rate." As his first step toward improving operations in the K'ao Hsin Textile Factory, Mi T'i asked the engineers and the workers to help him rebuild the textile machinery. As a result, the speed of the textile machines has been increased from 105 revolutions per minute to 150 revolutions per minute which is the world's highest rate of speed.

On the whole, throughout China, the shop stewards have had political training and they can grasp Marxism-Leninism. In addition, their Bolshevik training in the "appreciation of the new" helps them in their attempts to overcome conservative and dogmatic viewpoints. Thus, with their good background plus a constant attempt to increase their knowledge and experience, shop stewards should be able to solve technical problems.

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